



## ***Citizen Engaging in Government Oversight (CEGO) in Natural Resources Management***

Grant Agreement No. AID-621-GI-4-00001

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### **Quarterly Progress Report** January 1 to March 31, 2014

*Submitted to:*  
U.S. Agency for International Development/Tanzania

*Submitted by:*  
Lawyers' Environmental Action Team (LEAT)  
**April 30, 2014**

*This work plan is made possible by the support of the American people through the United States Agency for International Development (USAID.) The contents of this narrative quarterly report are the sole responsibility of Lawyers' Environmental Action Team (LEAT) and do not necessarily reflect the views of USAID or the United States Government.*

*This document was produced for review by the United States Agency for International Development. It was prepared by Lawyers' Environmental Action Team for the USAID Citizen Engaging in Government Oversight (CEGO) in Natural Resources Management (Grant Agreement No.AID-621-GI-4-00001)*

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Annex I: Citizen Engaging in Government Oversight (CEGO) in Natural Resources Management Indicator Chart

There are no verified and approved indicators at the moment

**Acronyms**

CBFM	Community Based Forest Management
CBOs	Community Based Organizations
CDP	Capacity Development Plan
CEGO	Citizen engaging in Government Oversight
CDPA	Capacity Development for Partners of Accountability
DNRC	District Natural Resources Committees
FY	Financial Year
IEC	Information, Education and Communications
LEAT	Lawyers' Environmental Action Team
LGAs	Local Government Authorities
M&E	Monitoring and Evaluation
NRM	Natural Resources Management
OCA	Organizational Capacity Assessment
PMMP	Project Management Monitoring Plan
SAM	Social Accountability Monitoring
TOTs	Training of Trainers
WMA	Wildlife Management Areas
USAID	United States Agency for International Development

## Executive Summary

This report describes the activities from the second quarter of Financial Year (FY) 2014 of the *Citizen Engaged in Government Oversight (CEGO) in Natural Resources Management (NRM)* Project. The CEGO project is implemented in Iringa and Mufindi districts in the Iringa Region, and Mvomero and Kilombero districts, in the region of Morogoro starting from November 2014–November 2017 and challenged with sustainable development and management of natural resources. These threats and challenges include but are not limited to serious-cutting of forests, poaching and deterioration in water quality from farming. At the same time, communities and businesses increasingly rely on these resources being healthy—an essential factor in the ability of the resources to continue providing income, food, and trade opportunities at the national, regional, and global levels.

In the second quarter of the project, Lawyers environmental Action Team (LEAT) completed implementing some of the administrative and procurement activities including: recruitment of project staff; resolved the issue of opening or not opening a non-interest bearing bank account; engaged a Consultant to conduct Training Needs Assessment to staff in natural resources management; Social Accountability Monitoring (SAM); and Monitoring and Evaluation (M&E). The Consultant also conducted needs assessment of Community Based Organizations (CBOs) on SAM, natural resource management and governance, and M&E. Moreover, LEAT underwent an organizational capacity assessment carried out by Pamoja Twajenga and thereafter the two held a feedback meeting and developed LEAT's Capacity Development Plan.

In this reporting period 12 LEAT employees were trained on critical issues pertaining to natural resources governance, SAM, and monitoring and evaluation of project activities. The trained trainers were also equipped with training skills that will enable them to pass their knowledge well to project beneficiaries. The training comprised 4 men and 8 women who were trained for 12 days with that is 3 days on natural resources governance training; 6 days SAM training, and 3 days M&E training.

Immediately after the Training of Trainers, CEGO Project Team visited Iringa Rural and Mufindi districts for familiarization and introduction of the project to the stakeholders i.e. the Regional Commissioner, Regional Administrative Secretary, District Commissioners and District Administrative Secretaries; District Natural Resources Department officials, Ward Executive Officers, Ward Councilors; Village Executive Officers, and Village Chairpersons. The familiarization visit took place from the March 24 - April 8, 2014. The team also met with the partnering CBOs in Mufindi and Iringa Rural Districts.

The Project Team prepared and submitted to Pamoja Twajenga CEGO project brochures, fliers, and banners materials that aim to inform stakeholders and members of the public important information about the CEGO project. LEAT is still waiting Pamoja Twajenga comments on them and the go ahead for their publication and dissemination. In addition, LEAT developed the Communication Strategy, which will be submitted to Pamoja Twajenga for the review and input in the coming quarter. LEAT also developed the Monitoring and Evaluation (M&E) Plan and shared it with Pamoja Twajenga that gave additional inputs. Moreover it sought and received Standard Indicators from USAID and incorporated them in its M&E Plan. LEAT thereafter submitted the CEGO Performance Monitoring Plan (PMP) to USAID.

## **1.0 Project Overview**

This project is implemented in Iringa Rural and Mufindi districts in Iringa Region the first two years of the project and Morogoro Region in Kilombero and Mvomero districts the second two years with a total value of 1,848,564. These districts were selected because they have Wildlife Management Areas (WMAs), wildlife resources, forests and protected areas. The criteria that guided their selection were and are: the network LEAT has established in these districts which serve as entry points; the organization's past experience in working on natural resources management related legal issues; and the trainings on public expenditure and tracking surveys LEAT conducted in Wami-Mbiki, Idodi, and Pawaga.

Under the project, LEAT is going to offer SAM trainings to enable citizens in the four project districts to monitor how public institutions tasked with the management of public resources are living up to their mandates. Exercising this role entailed capacity building for LEAT staff members who will form the project implementation and management team. In order to build a critical mass of empowered citizens at the village level, the project implementation team will train 32 people working for CBOs; 28 members from the district natural resources committees; 700 people randomly selected from villages trained on beekeeping; 1,500 members from village environmental and natural resources committees and 4,160 villagers (both men and women).

This intensive training on natural resources management and governance and SAM will also be conducted to two CBOs in each selected district. The trained staff members from CBOs will be deployed and supported financially to implement capacity building and advocacy at village level. These key CBO partners will also benefit from the organizational and advocacy capacity support from Pamoja Twajenga as needed.

The project intends to meet the following objectives:

- To advocate for proper management of natural resources in order to reduce poverty and ensure sustainable conservation of biodiversity;
- To inculcate a culture of public participation in matters related to natural resources conservation and management;
- To increase community capacity in holding accountable government institutions entrusted with the duty to conserve and manage natural resources;
- To promote effective enforcement and implementation of laws and policies that integrate natural resources and climate change as indispensable tools for attaining good governance and sustainable management of natural resources; and
- To build capacity to individuals in social accountability monitoring in order to enable them actively perform an oversight role over management of public resources.

## **Project Goal and Results**

CEGO project aims at improving citizen's engagement in Government oversight in natural resource management sector.

This will require working within three result areas:

Intermediate Result 1:	Proper management of natural resources to reduce poverty through ensuring sustainable conservation of biodiversity improved.
Intermediate Result 2:	Public participation in natural resource conservation and management increased.
Intermediate Result 3:	Community capacity in holding accountable Government Institutions entrusted with the duty to conserve and manage natural resources increased.

## 2.0 CEGO Project Activities

LEAT implemented various administrative and technical project activities from January 1 – March 31, 2014. These activities are recruitment of project staffs, conducting of training needs assessment for LEAT staffs and CBOs, organizational capacity assessment by Pamoja Twajenga, and LEAT training of trainers. Other activities are monitoring and evaluation, communication and branding as well as introduction and familiarization of the project in Iringa Rural and Mufindi districts.

### 2.1 Administrative and project start up

The following CEGO administrative project activities were implemented in the second quarter of the project i.e. from January 1<sup>st</sup>– 31<sup>st</sup> March 2014.

#### 2.1.1 Recruitment of 6 Project Staffs

The recruitment of junior staff for the CEGO project continued for the month of January and February whereby the Monitoring and Evaluation Officer, Communication Officer, Program Accountant and 2 Field Officers were recruited.

The shortlisted applicants with pre requisite qualifications who met the set criteria were called to undertake written and oral interviews. The candidates started with written interviews and those who passed were invited for oral interviews. LEAT engaged experts from different disciplines who conducted interviews to candidates for the M&E, Program Accountant, Communication Officer and the two field officers positions. The successful candidates started working in the CEGO project immediately after being recruited. These are key project staffs that have enabled LEAT to start implementing CEGO project activities.

#### Milestone for January – March 2014

- M & E Officer, Communication Officer, Program Accountant and 2 Field Officers were recruited.

#### 2.1.2 Interest Bearing Account

USAID resolved the issue of interest bearing account by providing explanation<sup>1</sup> to LEAT regarding the matter. Therefore, LEAT decided to continue using its existing non-interest bearing bank account for the CEGO project.

#### 2.1.3 Orientation and Grants Management Workshop

LEAT attended a first joint USAID, DRG direct grantees and Pamoja Twajenga meeting on the 8<sup>th</sup> January 2014 in Dar es Salaam. This workshop aimed at understanding the roles each one will be playing in the course of implementation of the project. It also aimed at making grantees understand the award enabling them to become proficient in USAID reporting and compliance requirements. LEAT Executive Director presented the organization profile, mainly, the vision, mission, organization's chart, the objectives of the CEGO project, and a short description of project approach.

<sup>1</sup>The explanation is in II Required as Applicable Standard Provisions for non-US Non Governmental Recipients; section 1.b.

On the 9<sup>th</sup> January 2014 the grantees' personnel from accounting sections (responsible with project accounts), procurement personnel, and the project lead person (Senior Program Officer) attended the workshop which focused more on grant management. Issues covered included: USAID rules and regulations, fund management, deliverables, and procurement procedures.

## **2.2 Technical Activities**

LEAT implemented the following technical project activities in the second quarter ending on the 31<sup>st</sup> March, 2014:

### **2.2.1 Conducting Training Needs Assessment For LEAT Staff and CBOs**

LEAT engaged a consultant who conducted training needs assessment at two levels: First, on LEAT staff as Trainers of Trainees (TOTs). This aimed at assessing the capacity and understanding of LEAT project staff on NRM, and governance and SAM so as to prepare tailor-made training to build required skills. The assessment was conducted in a participatory manner and focus group discussions for two days at LEAT office. The discussion involved the consultant and LEAT officials including the Senior Program Officer and other project team members who have different professions and backgrounds such as lawyers, geographers, wildlife scientist, project planning, and management. With such diverse background and disciplines the consultant used an appreciative inquiry approach, which aimed at making the participants more open and free to assess their level of understanding in various knowledge aspects related to the project. Second, the consultant conducted needs assessment of CBOs from the project area on SAM, NRM, and M&E.

At the end the consultant and the participants had a consensus with the participants that the below suggested themes should all be included in package of training for three reasons. First, they all conform to natural resource governance and management, which is the main focus of the project. Second, it was observed that many participants have different level of understanding of the above-suggested training themes. The assumption was that this would enable LEAT officials, as TOTs, to have a good grasp of the main project issues while creating a good knowledge for environmental advocacy. Third, the suggested themes formed a big part of the proposed areas for capacity building and training needs of LEAT as part of the project implementation.

With the guidance from the consultant, and the results of the training need assessment it was agreed that the TOTs should focus on the three major categories.

- Natural Resource Management (NRM) with a focus on governance, decentralization, community participation, and conflicts management;
- Social Accountability Monitoring (SAM); and
- Monitoring and Evaluation (M&E).

### **2.2.2. Pamoja Twajenga/ Organizational Capacity Assessment (OCA)**

Pamoja Twajenga conducted organizational capacity assessment from the February 3-7, 2014 focusing on governance, administration, financial management, human resources, organization management, program management and project performance to determine the capacity of LEAT as the project implementing organization and to design necessary capacity building support to improve organization performance. On February 10–13, 2014, Pamoja Twajenga and LEAT held feedback meeting where LEAT's Capacity Development Plan (CDP) was developed and agreed. Some of the in-house training activities were noted and undertaken in this quarter and include: individual or one-on-one capacity building in the area of finance (preparation of advance requests), and M&E (preparation of customs

indicators and PMP); as well as staff capacity building on procurement processes and related USAID rules and regulations.

### **2.2.3 Training of Trainers (ToTs) for LEAT staff**

After conducting training needs assessment LEAT identified, consulted, and engaged three consultants to train LEAT staff on NRM and governance, SAM, and M&E.

#### **➤ Training of Trainers on Natural Resources Management and Governance**

Training on Natural Resource Management and Governance was a part of the wider training to LEAT staff and key project personnel civic engagement in Natural Resource Management. The training was a response and recommendation from the training needs assessment stated above. It aimed at equipping project staff with requisite skills on natural resources management and governance, and M&E that will enable them to perform their activities competently and thus achieve the objective and outcomes of the CEGO project. The training imparted the staff with theoretical and practical knowledge on natural resource governance in community based conservation programs in Tanzania with a focus on WMAs and Community Based Forest Management (CBFM). Another objective was to make sure the participants had a clear understanding of the difference between natural resource management on the one hand and governance, conservation and planning on the other. The knowledge obtained from the training has contributed to the preparation of the training manuals and will later contribute significantly to the capacity building of citizens on natural resources governance in the project area.

#### **➤ Training of Trainers on Social Accountability Monitoring (SAM)**

Under the CEGO on Natural Resources Management, LEAT is required to build capacities of CBOs and citizens in the project area on SAM approach. In order to enable LEAT staff to implement SAM a 6-day training was held whereby 12 staff members were trained on the basics of SAM – processes, and analysis and feedback mechanisms. The concept of social accountability was introduced in the context of a human rights approach including key international and national instruments that provide space for citizens in Tanzania to hold their government accountable within the context of service delivery. These include:

1. The International Covenant on Economic, Social and Cultural Rights;
2. The Banjul Convention on Dignity and Human Rights;
3. The African Commission on Human Rights; and
4. The Constitution of the United Republic of Tanzania of 1977;

LEAT staffs were also introduced to the 5 cycles of SAM namely: planning and resource allocation, expenditure management, performance management, public integrity, and oversight. These 5 stages form the core of SAM training, as the trainees will use them in assessing the whole process of public fund allocation, management and expenditure in the project area. The emphasis was on their interconnectivity within the cycle and how they affect progressive realization of human rights and capabilities. SAM training equipped LEAT project staff with requisite knowledge on public resources governance that they will impart knowledge to beneficiaries in the project areas and thus improve public resources governance and accountability in those districts and advance CEGO's objectives.

#### **➤ Training of Trainers on Monitoring and Evaluation**



LEAT hired the M & E expert to conduct training to its staff on Monitoring and Evaluation (M & E) in order to equip the staff with the required skills for running the project effectively, and for proper implementation of the project activities. The main objective of the training was to endow LEAT staff with necessary knowledge for practical monitoring and evaluation of the project and the other related basic concepts and linkages with other management tools for decision-making. If further trainings are found needed LEAT will seek the support of Pamoja Twajenga to train its staff and partners

The key terms such as monitoring and evaluation; target groups; goals, results; impact and impact evaluation assumptions; indicators; outcome; inputs and outputs; interventions, and their differences were covered. The training also covered issues such as why policies and programs have to be monitored and evaluated periodically; the importance of M&E; M & E stages; and preparation of policy goals. It also covered objectives and monitoring indicators that must be agreed by stakeholders and the characteristics of SAM (i.e., SMART). Moreover, the trainers were exposed to M&E framework, process and outcome evaluations, the Logical Framework, and Results Management Framework. It was emphasized throughout that M&E framework is but the advocacy tool.

LEAT staff also became familiar with CEGO Project Standard and Custom Indicators; Key Results Areas (KRA); the M&E of CEGO Project; Results and Management Framework (RMF), data, data collection methods, data quality standards, and information dissemination and use. All these were useful to LEAT key project staff as it helped in preparation and implementation of baseline survey. It is also used as a management tool for making key decisions on the progress toward achieving the objectives of the project by checking if the project is being implemented as planned (status of inputs and progress of activities, achievement of outputs and project purpose).

#### **2.2.4 Introduction and Familiarization of the Project in Iringa Rural and Mufindi Districts**

LEAT organized and conducted an introduction and familiarization visit of the project activity in Mufindi and Iringa Rural districts in Iringa Region. The activity was conducted for 16 days from March 24 - April 8, 2014 whereby 7 days were spent in each district. The aim of the activity was to introduce and familiarize the project activities to regional, districts, ward and village government leaders, villagers and CBOs who will be directly or indirectly involved in the implementation of this project or who will in one way or another benefit from this project.

The main objectives of this activity were:

- To give a formal introduction of the organization (LEAT) along with the project (CEGO-NRM) to Local Government Authorities (from regional to village level) prior to project implementation;
- To introduce the project activities to regional, district, ward and village government leaders and villagers in the said districts who will be directly or indirectly involved in the implementation of this project or who will be affected positively by this project;
- To get familiar with the project areas (districts, wards and villages) where the project will directly be implemented; and
- Meet with Community Based Organizations (CBOs) that, together with LEAT, will implement the project.

The Project team found that, some Wards within the targeted districts (Mufindi and Iringa rural) are very far from each other as well as from the district centre, this might be challenging in the

implementation of the project. Apart from that the team found that there are more wards than what was projected, in fact some of the wards have already filed a request for further division of their wards. Although due diligence was done it was not possible to visit each and every ward in all project area, that's why the team decided to do familiarization visit which enabled it observe unforeseen changes. Also the proposal was written in 2012 while the implementation is on 2014.

Apart from getting good cooperation from the Local Government Authority (LGA) in Iringa Rural and Mufindi the project team was also warned that the project might be intervened by the new Constitution Review. The period that the project will start being implemented might be the same period when the referendum might take place. Furthermore, the Tanzania general election will be conducted in year 2015. Some of the stakeholders such as Councilors, who form a crucial part of project beneficiaries, will be involved in the elections hence there is a chance of political interference in project activities.

### **2.3 Monitoring and Evaluation**

Preparation of PMP was finalized and shared with Pamoja Twajenga and submitted to the USAID's AOR for approval. Prior to the end of quarter 2, LEAT drafted project indicators for each project activity. The indicators were shared with Pamoja Twajenga and subsequently submitted to the USAID's AOR for approval. LEAT is yet to start web based reporting as this awaits the approval of the M&E Plan and project indicators from the USAID.

Apart from that, LEAT Field Officers and Program Officers underwent data collection and files keeping training. LEAT developed data collection tool, which is in place and used.

### **2.4 Branding and Communication**

LEAT developed CEGO project brochures, fliers, and banners materials and submitted them to Pamoja Twajenga for their reviews and inputs. LEAT is still waiting for Pamoja Twajenga comments and inputs before printing and disseminating them. According to Pamoja Twajenga, the development of Information, Education and Communications (IEC) materials will be done after conducting the Advocacy Assessment, which on the other hand has affected LEAT's work plan as these materials were supposed to be produced at the end of the second quarter.

In addition, LEAT managed to develop the Communication Strategy and will submit it to Pamoja Twajenga for the review and input in the next quarter.

## **3.0 Activities to be undertaken in the next Quarter**

LEAT intends to implement the following activities in the third quarter (April to June 2014):

#### **Administration Activities:**

- Office partition and Maintenance,
- Procurement of project equipment and installation.

#### **Technical activities**

- Preparation of training manuals on NRM and Governance;
- Preparation of training manual on SAM on natural resources management and governance and will coordinate with Pamoja Twajenga on further training and manual preparation;

- Conduct trainings to members of District Natural Resources Committees (DNRC), CBOs, Village Environmental Natural Resources Committees and Selected Villagers on NRM and Governance in Project area.
- Monitoring and Evaluation
  - Conduct baseline study;
  - Preparation of Indicators Performance Reference Sheet and M&E work plan;
  - Preparation of Monitoring Checklist;
  - Field Visit; and
  - Quarterly reporting.
- Communication and Branding
  - Finalization of communication strategy;
  - Preparation and production of IEC materials such as brochures and fliers;
  - Maintenance of LEAT website; and
  - Preparation and publication of newspapers articles.

#### ***April-June 2014 Milestones***

##### *1.1. Administration Activities*

- Office partition completed;
- All project equipment procured and installed;

##### *1.2 Technical Activities*

- Training manuals for NRM and Governance-- completed;
- Training manual for SAM ---completed;
- Communication Strategy completed and submitted to USAID
- Communication materials completed and in use
- Baseline survey for Iringa Rural and Mufindi districts completed

## **4.0 Challenges, Course Corrections and Lessons Learned**

LEAT encountered the following challenges in the second quarter of project implementation:

- Delay of disbursement of project fund for this quarter. The project funds were disbursed in late February instead of early January;
- LEAT faced challenges in recruiting Program Accountant;
- Absence of LEAT project Vehicles led to the implementation of familiarization and introduction of the project in Iringa rural and Mufindi districts a difficult one;
- Poor infrastructural system in Iringa Rural and Mufindi districts especially during rainy season created difficulties to LEAT staff while introducing the project in different wards and villages in the districts; and
- Division Officers were not included as project beneficiaries while they are the government officials with command at the division, ward and even at the village level.

The following were the course corrections:

LEAT had to repeat the whole process of selection, interviewing the Program Accountant as the one selected and interviewed did not agree with the terms offered. According to him the salary offered (which is in the budget) was too low. At the end of February 2014, LEAT managed to recruit a competent Program Accountant who has previous work experience in project accounting;

- LEAT used funds from other sources to meet the costs of the project activities and which were later on refunded by USAID;
- LEAT hired one motor vehicle from a tour company for the familiarization activity in order to reach some villages and wards located far in the said districts;
- LEAT is planning to revise the work plan after consultation with USAID in order to see whether Division Officers could be included in the project scope and if there are funds to support their inclusion; and
- LEAT will liaise with USAID on how it could be facilitated to acquire cheaper and reliable forms of transport for field activities and office use. In year I, LEAT will cover 40 wards in Iringa Region therefore it is important for LEAT to have its own vehicle in order to reduce transportation cost and for safety reasons.

**Lessons Learned:**

- LEAT should have put a ceiling on qualifications of staff it intended to recruit to avoid applications from overqualified applicants.
- LEAT should have included the vehicle in its project budget in order to avoid the challenges encountered in working in the project area.